

## Delivery Environment and Complexity Analytic (DECA)

Factor	Low complexity	Low	Med	High	High complexity	Comments	Actions
<b>1 Strategic importance</b>	Project outcomes are not strategically significant with minimal political/ministerial, media or public interest. Failure is unlikely to have a substantial external influence.					The project is critical to meeting departmental and government strategic objectives or legal obligations. High-level political/ministerial or public interest, with significant media coverage. Failure would have a substantial external influence.	
<b>2 Stakeholders</b>	Low number of stakeholders interested or impacted, or few with significant influence on the output or outcomes. Stakeholders are aligned with the business objectives, supporting the project and agree with expected output and outcomes. The composition and interest of stakeholders is unlikely to change.					Significant number of stakeholders interested or impacted, or stakeholders with high levels of influence on output and outcomes. Stakeholders have differing or competing objectives/expectations. The composition and interests of stakeholders can be expected to change substantially.	
<b>3 Requirements and benefits</b>	Delivery requirements and expected benefits are measurable and linked to outcomes.					Delivery requirements and expected benefits are ambiguous and not measurable. It is unclear how the expected benefits contribute to wider policy outcomes.	
<b>4 Stability of overall context</b>	External sources of impact have been recognised and appropriately costed into the business plan. Governance structures and delivery models are robust to changing circumstances.					External sources of impact have not been recognised and appropriately costed into the business plan. Governance structures and delivery models are uncertain or fragile.	
<b>5 Financial impact</b>	The financial impact of the proposed project on the key delivery partners is minimal. There is a high level of assurance over key estimates across the life cycle of the project. The project has sufficient contingency to address worst-case scenarios.					The financial impact of the proposed project on the key delivery partners is strong. There is insufficient assurance over key estimates across the lifecycle of the project. The project lacks sufficient contingency to address worst-case scenarios.	
<b>6 Implementation complexity</b>	Few or no untested business practices or technologies form part of the scope. Project is not expected to deliver at speed. Project scope and deadlines are flexible and can be adapted without major trade-offs. The implementation approach involves few risks to the organisation and wider environment.					Substantial use of new business practices or technologies is required. Project is expected to deliver at speed. Project scope and deadlines are inflexible with little room for adaptation. The implementation approach entails substantial risks to the organisation and wider environment.	
<b>7 Relations with delivery partners</b>	The project is specific and bounded with few internal or external delivery partners. Governance structure is not complex and provides for effective communication. Delivery is not dependent on partners outside the direct control of the organisation.					The project relies significantly on a range of internal and external partners. Governance structure is complex and does not provide for effective communication. Delivery is highly dependent upon partners outside the direct control of the organisation.	
<b>8 Range of disciplines and skills</b>	Delivery requires little specialist input and skills. Acquiring the skills is straightforward, with skills readily available in the market. The organisation is comfortable measuring and managing the work of specialists.					Delivery requires substantial specialist input and skills. Acquiring the skills is complex, with skills not readily available in the market. The organisation is not comfortable measuring and managing the work of specialists.	
<b>9 Interdependencies</b>	The project is not relevant to the delivery of other projects, nor does it rely on other projects to support it.					The project is critical to the delivery of other projects, or it is highly reliant on other projects to support it.	
<b>10 Extent of change</b>	The project does not require significant deviation from business-as-usual or normal practices.					Large amount of change required to deliver desired outputs, outcomes and benefits. Delivery represents a fundamental change.	
<b>11 Organisational capability and performance</b>	The organisation has demonstrated its capability to deliver similar projects at the required speed. It has demonstrated appropriate levels of transparency and effective learning from previous and wider experiences.					The organisation has not demonstrated its capability to deliver similar projects or is delivering at unusual levels of speed. The organisation has previously shown poor levels of transparency and learning from previous and wider experiences.	
<b>12 Interconnectedness</b>	The organisation actively considers how potential risks overlap across various factors and has strategies in place to manage them.					The organisation does not consider how potential risks overlap across various factors and lacks appropriate strategies to manage them.	